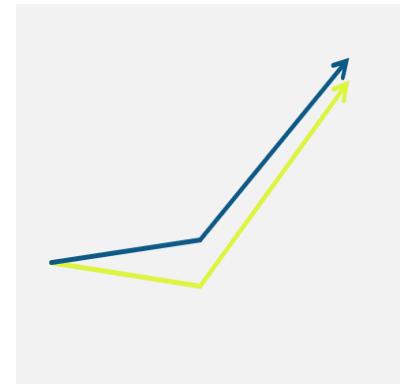


SUPERINTENDENT'S REPORT

AUGUST 2016



AGENDA

Starting the School Year Strong

- Welcome Back
- Recent 2015-16 QSAC Interim Review Results
- Preliminary 2015-16 PARCC Results
- Rollout of Strategic Plan 2016-19

WELCOME BACK

INTRODUCTION

NPS staff members have been hard at work to make this past summer, and the upcoming school year a success:

✓ **Summer Enrichment**

- ✓ Partnerships and Resources
- ✓ Summer Plus

✓ **Start of School Preparation**

- ✓ Enrollment
- ✓ Staffing
- ✓ Facilities Preparation

✓ **Water Testing**

✓ **August Principal Leadership Institute**

✓ **Community Schools**



SCHOOL OPENING – PROCESS FOR PREPARATION AND SUPPORT

Successful School Opening Team (SSOT)

Overall Dashboard

School Name	Enrollment/Student Placement/Summer School					Special Education		Staffing				Mat'l & Supplies			School Safety/Environment & Facilities					Transportation & Food Service			
	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q24	Q25	Q26	Q27
Abington Avenue	3	3	3	0	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3
American History HS	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	2	2	2	3	3	3	3	3
Ann Street	3	3	3	3	3	3	3	2	2	1	3	3	3	3	2	2	2	2	2	2	3	3	3
Arts High	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
B.R.I.C.K. Avon Academy	3	2	3	2	3	2	2	2	2	3	3	2	2	2	3	2	3	2	3	3	2	2	2
Bard Early College	2	3	3	3	3	2	1	3	2	2	3	3	3	2	3	2	3	2	2	2	2	2	2
Barringer Arts and Humanities	3	3	3	3	3	3	3	2	2	3	3	3	3	3	2	3	3	3	3	3	3	3	3
Barringer S.T.E.A.M.	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Belmont Runyon	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Benjamin Franklin	3	3	3	0	3	3	3	3	2	2	3	3	3	3	2	2	2	2	2	3	3	3	3
Branch Brook	3	3	3	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Camden Street	3	3	3	3	3	3	3	2	2	3	3	3	3	2	3	3	2	3	3	1	1	1	3
Central HS	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Chancellor Avenue	3	3	3	0	3	3	3	3	3	1	3	3	3	3	2	3	3	1	1	3	3	3	3
Cleveland Elementary	2	2	2	0	3	2	2	2	3	3	3	2	3	2	3	3	1	3	3	2	2	2	2
Dr. E. Alma Flagg	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3	3	3	3	3
Dr. Wm. H. Horton	3	3	3	0	3	2	2	3	2	3	3	3	3	3	3	3	3	2	3	3	3	3	0
Eagle Academy	3	2	3	3	3	2	2	3	2	2	3	2	2	2	3	2	2	1	2	2	3	3	3
Early Childhood Central	3	3	3	0	3	3	2	3	3	3	3	3	2	3	3	3	2	2	3	2	2	3	2
Early Childhood North	3	2	3	0	3	2	2	3	2	2	3	3	2	3	3	3	0	3	3	2	3	3	3
Early Childhood South	3	2	3	0	3	0	0	3	2	3	3	3	2	3	3	3	2	3	3	0	3	3	3
Early Childhood West	3	3	3	0	3	3	3	3	3	3	2	3	2	3	3	2	3	3	3	3	3	3	3
East Side HS	3	3	3	3	3	1	1	3	3	2	3	3	3	3	3	3	3	3	3	2	2	3	2
Elliott Street	3	3	3	0	3	2	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	1	3
Fast Track	3	3	3	3	3	3	3	2	2	3	3	3	3	2	3	3	3	3	3	3	3	3	3
First Avenue	3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3	2	3	3	3	3	3	3
Fourteenth Avenue	3	3	3	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3
George W. Carver/Bruce	3	3	3	0	3	2	3	2	2	3	2	2	3	2	3	3	3	3	3	2	3	3	3
Harriet Tubman	3	2	3	0	3	2	3	3	3	3	2	2	3	2	3	3	2	3	3	2	2	3	3
Hawkins Street	3	2	3	0	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	2	2	3	3
Hawthorne Avenue	3	3	3	0	3	2	3	2	2	3	3	3	2	3	2	3	2	3	3	3	3	3	3
Ivy Hill Network Center	3	3	3	3	2	3	3	3	3	3	3	2	2	3	1	3	1	5	3	2	3	3	3
John F. Kennedy	3	2	3	3	3	2	2	3	3	3	2	3	2	2	3	3	3	3	3	2	3	2	3
Lafayette Street	3	3	3	0	3	3	3	3	2	3	3	3	3	2	3	2	3	1	3	3	2	3	3
Lincoln Elementary	3	3	3	0	3	3	3	3	3	2	3	3	2	3	2	2	2	2	3	3	3	2	3
Louise A. Spencer	2	2	3	3	2	2	2	2	2	2	3	2	2	3	3	2	2	2	3	2	2	3	2

SCHOOL OPENING – PROCESS FOR PREPARATION AND SUPPORT

Successful School Opening Team (SSOT)

Overall Dashboard

School Name	Enrollment/Student Placement/Summer School					Special Education		Staffing				Mat'l & Supplies			School Safety/Environment & Facilities					Transportation & Food Service				
	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q24	Q25	Q26	Q27	
Luis Munoz-Marin Elementary	3	3	3	3	3	1	1	3	2	1	3	1	3	2	1	2	1	3	1	1	1	1	1	3
Malcolm X. Shabazz	2	2	2	3	3	2	2	3	2	2	5	0	2	3	3	2	2	3	2	2	2	2	2	3
McKinley Street	3	3	3	0	3	2	2	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
Miller Street	3	2	3	3	3	2	2	3	2	2	2	3	3	3	2	3	2	3	3	2	2	2	2	3
Mount Vernon	3	3	3	0	3	2	3	2	2	3	3	2	3	2	2	2	2	3	3	2	3	3	3	3
New Jersey Regional Day	2	3	3	0	3	2	3	3	3	3	2	3	3	3	3	3	2	3	3	2	3	3	3	3
Newark Leadership Academy	3	2	3	3	3	2	3	3	2	2	3	3	3	2	3	3	3	3	3	2	3	3	3	3
Oliver Street	3	3	3	0	3	3	3	3	2	2	3	3	3	2	2	2	2	2	3	3	3	3	3	3
Park Elementary	3	2	3	0	3	2	3	3	2	3	3	2	3	2	3	3	2	3	3	2	3	3	3	3
Pershine Avenue	3	2	3	3	2	2	3	3	2	3	3	3	3	3	2	2	3	3	1	2	3	1	2	3
Quitman Street	3	3	3	0	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	1	2	1	2	3
Rafael Hernandez	3	3	3	3	3	3	3	2	2	2	3	3	2	2	3	1	2	3	3	3	3	3	3	3
Ridge Street	3	3	3	0	3	3	3	3	3	3	3	2	2	2	3	3	2	3	3	3	3	3	3	3
Roberto Clemente	3	2	3	0	3	2	2	3	2	2	3	2	3	2	3	2	2	3	3	2	2	1	2	3
Science Park HS	3	3	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
South 17th Street	3	3	3	0	3	3	3	3	3	3	2	3	3	0	3	3	3	3	3	3	3	3	3	3
South Street	2	2	3	0	3	3	3	3	3	3	3	3	2	3	2	2	1	2	2	3	3	3	3	3
Speedway	3	2	3	0	3	2	3	2	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3	3
Sussex Avenue	3	2	3	3	3	3	2	3	2	3	2	3	2	2	3	2	2	3	3	2	2	2	2	3
Technology HS	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	1	3	2	3	2	2	3	3	3
Thirteenth Avenue/MLK, Jr.	3	3	3	0	3	2	1	3	3	2	3	2	2	2	3	3	2	3	3	1	1	2	2	2
University HS	3	3	3	3	3	3	3	3	3	3	3	2	2	2	1	2	2	2	3	3	3	1	3	6
Weequahic HS	3	2	3	3	3	0	2	3	2	3	3	2	3	3	1	3	2	3	3	0	3	3	3	3
West Side HS	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3
Wilson Avenue	3	3	3	3	3	3	3	2	2	3	3	2	2	2	3	3	2	3	3	3	3	3	3	3

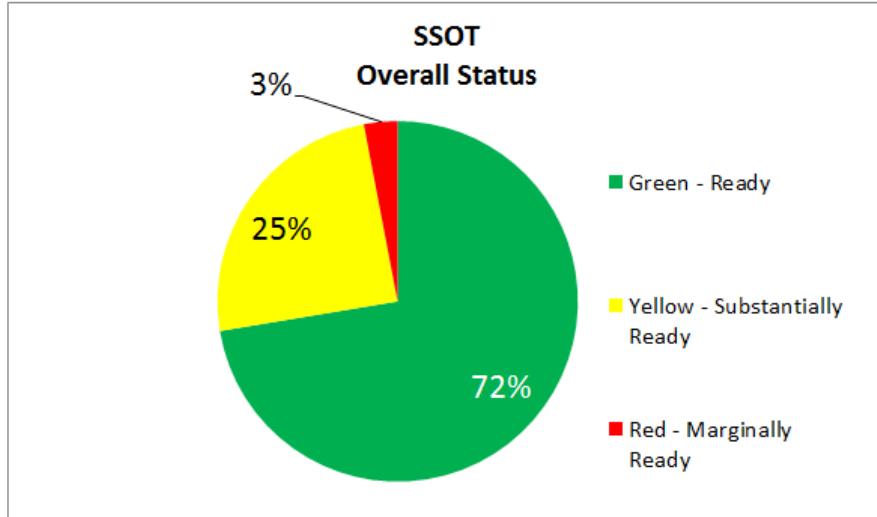
SCHOOL OPENING – PROCESS FOR PREPARATION AND SUPPORT

Enrollment/Student Placement/Summer School					Special Education		Staffing				Mat'l & Supplies				School Safety/Environment & Facilities					Transportation & Food Service			
Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q24	Q25	Q26	Q27	
90%	69%	97%	97%	95%	57%	72%	74%	44%	66%	92%	69%	61%	73%	65%	73%	34%	77%	85%	45%	73%	74%	92%	
10%	31%	3%	3%	5%	40%	20%	26%	56%	29%	8%	30%	39%	27%	29%	24%	56%	20%	10%	48%	23%	15%	8%	
0%	0%	0%	0%	0%	3%	8%	0%	0%	5%	0%	2%	0%	0%	6%	3%	10%	3%	5%	7%	5%	11%	0%	
Enrollment/Student Placement/Summer School					Special Education		Staffing				Mat'l & Supplies				School Safety/Environment & Facilities					Transportation & Food Service			
Questions 3-7					Quest. 8-9		Questions 10-13				Quest. 14-16				Questions 17-20					Questions 24-27			
89%					64%		69%				67%				67%					71%			
11%					30%		30%				32%				28%					23%			
0%					6%		1%				1%				6%					6%			

1399 total responses	
1011	Green - Ready
344	Yellow - Substantially Ready
42	Red - Marginally Ready

1397

100%



Quality Single Accountability Continuum (QSAC) - Recent 2015-16 Interim Review Results

QSAC BACKGROUND



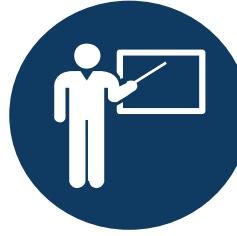
Fiscal Management



Governance



Operations



Instruction & Program



Personnel

- Quality Single Accountability Continuum (QSAC) is **NJ Department of Education's (NJDOE's) system for monitoring and evaluating all public school districts**
- As part of QSAC, the NJDOE conducts a District Performance Review (DPR) **across 5 areas**: fiscal management, governance, operations, instruction & program, and personnel
- **Goal:** score 80 or greater (out of 100) and demonstrate sustained progress in each of the areas

NPS QSAC DPR RESULTS

In August 2016, NPS received the following 2015-16 Interim Results:

Areas	Initial Placement: Full Review (Results Received 2011)	Interim Review Placement (Results Received 2012)	Interim Review Placement (Results Received 2014)	2013-14 Interim Review Placement (Results Received Summer 2015)	2015-16 Interim Review Placement (Results Received Summer 2016)
 Instruction and Program	64%	34%	33%	58%	64%
 Fiscal Management	93%	88%	88%	82%	82%*
 Governance	89%	55%	76%	72%	88%
 Operations	83%	83%	83%	95%	95%*
 Personnel	94%	48%	100%	60%	100%

* = Results carried over from previous review; these categories were not reviewed in 2015-16 Interim Review, as NPS received local control over Operations in 2008 and Fiscal Management in 2014

QSAC SCORES AND LOCAL CONTROL

■ Personnel:

- Local control has been awarded in this category
- Next step: Local control for Personnel will be transitioned back in collaboration with the NJ Department of Education (NJDOE)

■ Governance:

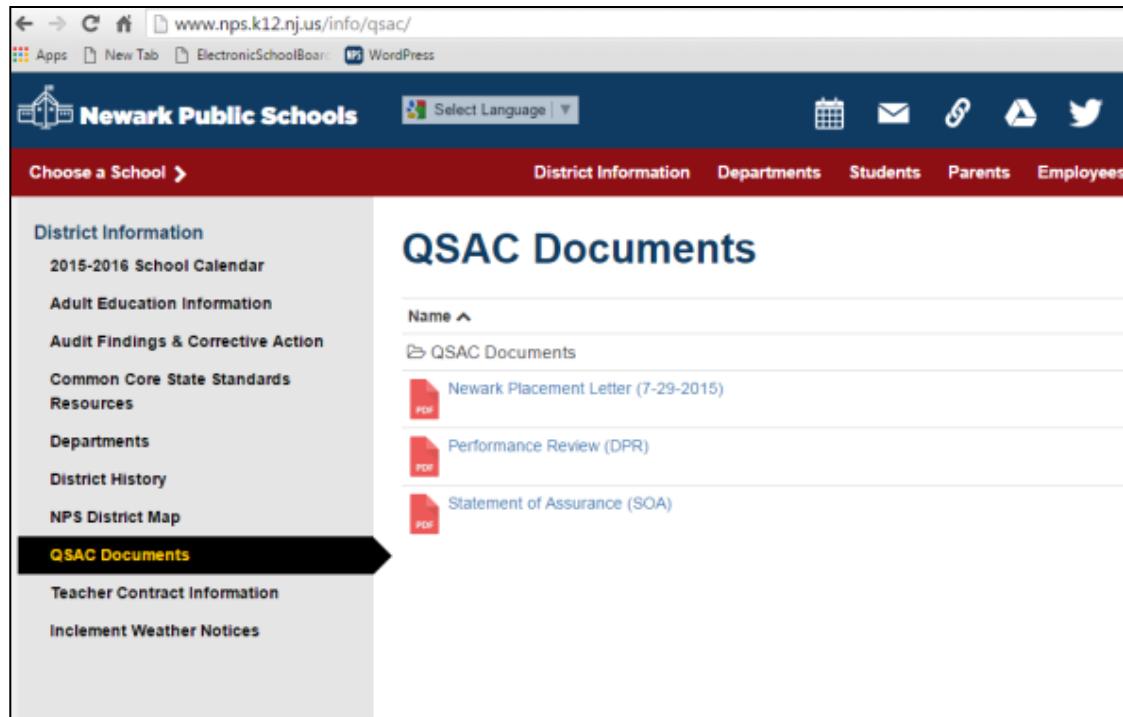
- NJDOE acknowledged progress and determined that if progress is sustained – as demonstrated by a review in spring 2017- local control in this category will be recommended.

■ Instruction and Program (I&P):

- NJDOE acknowledged progress, and approved a more appropriate way to measure student outcomes (equivalency waiver).

QSAC DOCUMENTS ONLINE

Visit NPS Web Site for more information:
<http://www.nps.k12.nj.us/info/qsac/>



The screenshot shows a web browser displaying the Newark Public Schools website at www.nps.k12.nj.us/info/qsac/. The page has a dark blue header with the Newark Public Schools logo and navigation links for District Information, Departments, Students, Parents, and Employees. A red navigation bar on the left lists various links, with 'QSAC Documents' highlighted in yellow. The main content area is titled 'QSAC Documents' and lists three PDF files: 'Newark Placement Letter (7-29-2015)', 'Performance Review (DPR)', and 'Statement of Assurance (SOA)'. Each file is accompanied by a small PDF icon.

- District Information
- 2015-2016 School Calendar
- Adult Education Information
- Audit Findings & Corrective Action
- Common Core State Standards Resources
- Departments
- District History
- NPS District Map
- QSAC Documents**
- Teacher Contract Information
- Inclement Weather Notices

QSAC Documents

Name ▾

QSAC Documents

Newark Placement Letter (7-29-2015)

Performance Review (DPR)

Statement of Assurance (SOA)

PRELIMINARY 2015-16 PARCC RESULTS

WHAT WE KNOW TO DATE ABOUT NPS 2015-16 PARCC SCORES

- We just received results and are analyzing them now to understand trends and takeaways:
 - We are investigating specific areas to better understand how our efforts are improving student outcomes
- So far, we know the following:
 - **Participation increased** (thousands of additional students took the test last year).
 - We had **approximately a 6 percentage point gain** for students meeting or exceeding expectations in **English Language Arts (ELA)**
 - We had **approximately a 2.5 percentage point gain** for students meeting or exceeding expectations in **Mathematics**
 - Our early analysis suggests that for each grade level, we surpassed NJ Department of Education's improvement metrics in ELA and are within 1-2 percentage points in Mathematics

PARCC PARTICIPATION

2014-15

Total Eligible Students	22,332
Tested Students ELA	17,256
Tested Students Math	17,176
Average Completion Percent	77.09%

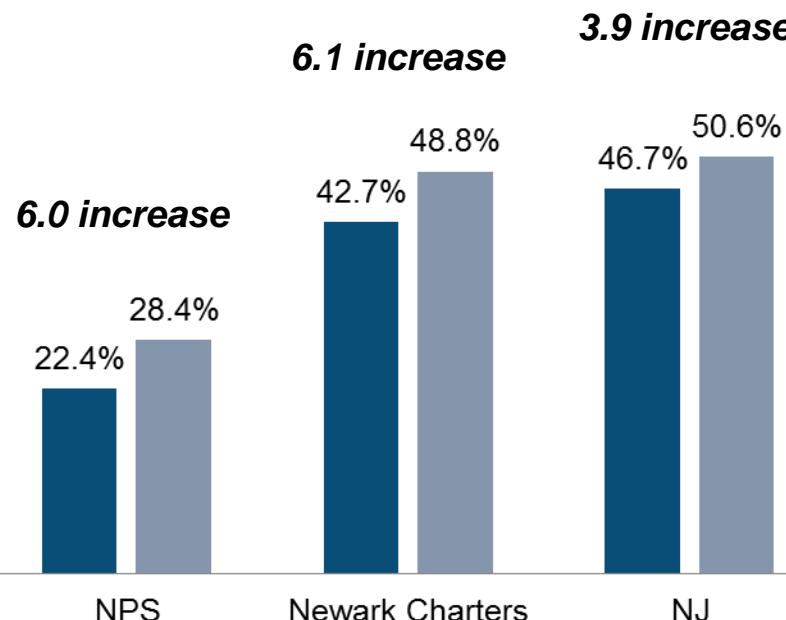
2015-16

Total Eligible Students	23,401
Tested Students ELA	20,183
Tested Students Math	19,897
Average Completion Percent	85.64%

NPS COMPARED WITH CITY AND STATE

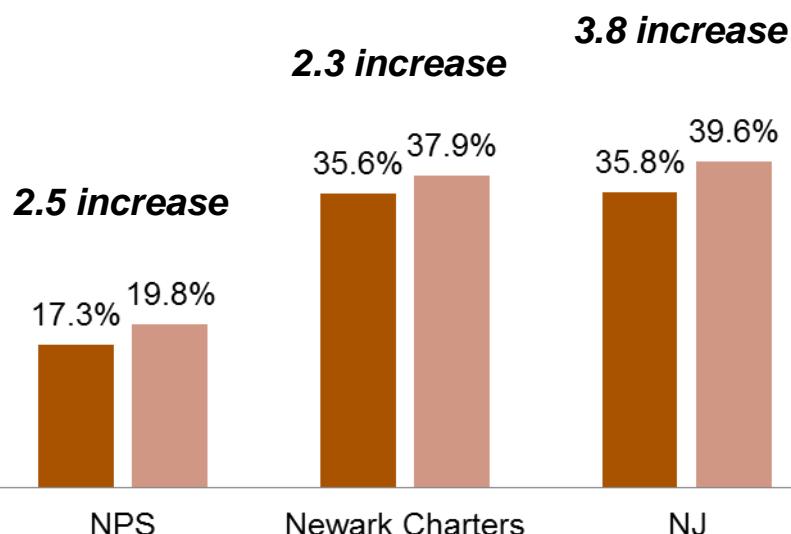
% Meeting or Exceeding Expectations (ELA)

■ 14-15 ■ 15-16



% Meeting or Exceeding Expectations (Math)

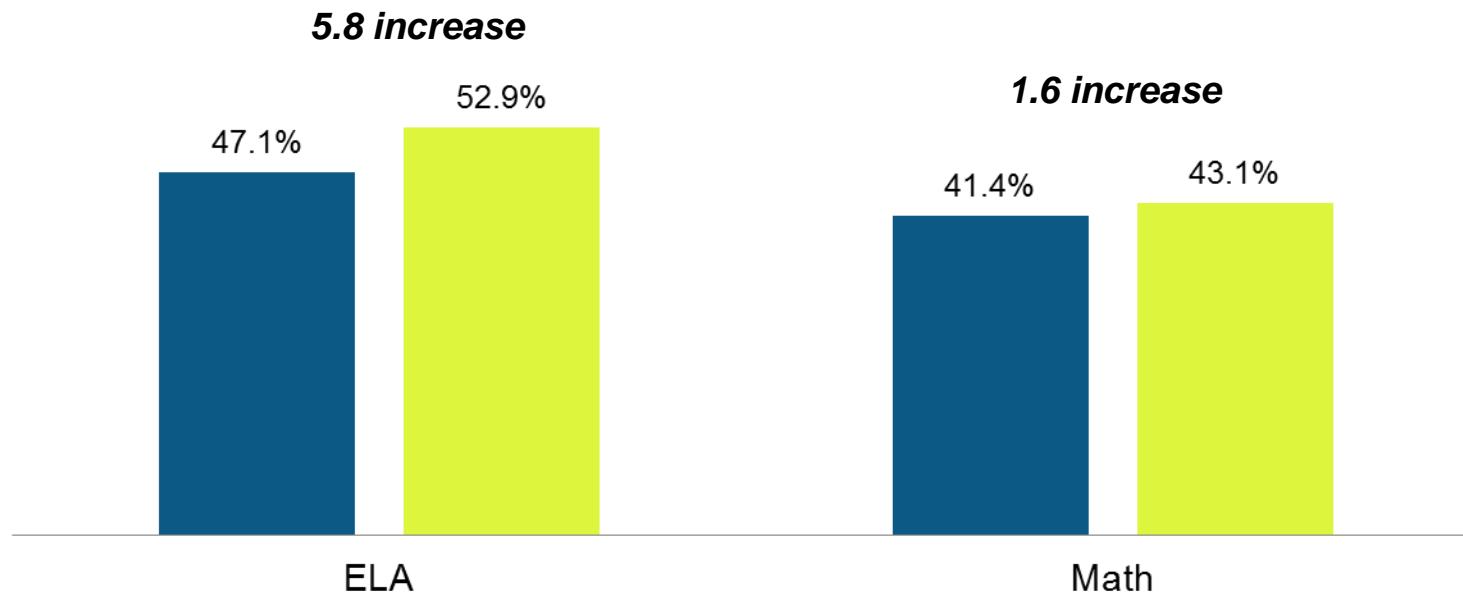
■ 14-15 ■ 15-16



NPS PARCC RESULTS

NPS Students Approaching (3), Meeting (4), or Exceeding (5) Expectations

■ 14-15 Results ■ 15-16 Results



Full data set by grade available in the appendix of this presentation

SHARING PARCC DATA WITH EDUCATORS AND COMMUNITY

Dates	Data Phase	Audience
7/25-7/29	District received initial results from NJ Dept of Ed	
8/9 & 8/16	Share Summary of Results at Board Meetings	Newark Board of Education and Public
8/19	Share School and Student-Level Results	NPS School Leaders
8/23	Share District-Level Results at Public Board Meeting	Newark Board of Education and Public
9/5 – 9/9	School Leaders Share Results	NPS Faculty Meetings
9/6 – 9/27	Schools Share Individual Student Reports	NPS Parents and Guardians
9/13	Share School-Level Results and Analysis with Program and Instruction Board Committee	Newark Board of Education
9/20 & 9/27	Share School-Level Results and Analysis at Public Board Meetings	Newark Board of Education and Public
10/3 -12/1	Preliminary Item Analysis	All NPS Educators

ROLLOUT OF STRATEGIC PLAN 2016-19

BACKGROUND OF PROCESS

Dec. 2015 – Feb. 2016

- Board Retreat
- 5 Community Meetings by Ward
- City-Wide Meeting
- Stakeholder meetings; focus groups
- Surveys

March–April 2016

- Goals & Priorities published

April–June 2016

- Additional Community Input
- Student Forums
- Working Groups

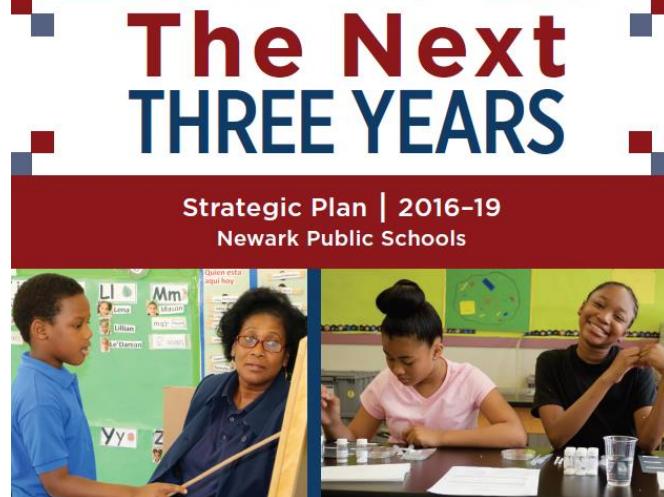
July–August 2016

- Reconvened Parent Group
- Review Committee Meetings
- Finalize Plan and Rollout

STRATEGIC PLAN AT A GLANCE

- Four Priorities
- Each Priority has a specific set of Strategies; 18 Strategies
- Each Strategy has Actions and Milestones for each of the next three years

See Appendix for Priorities and Strategies



NEXT STEPS AND ROLLOUT

Dates	Events	Actions
August 4	Principals Leadership Institute	As it relates to the Strategic Plan: <ul style="list-style-type: none">• Background of Process• Roll Out Plan• Preview Outline of Plan
August 16	School Board Business Meeting	
August 23	School Board Public Meeting	
August 25	Community Meeting and Celebration: Science Park High School 260 Norfolk Street 6 pm - 8 pm	As it relates to the Strategic Plan: <ul style="list-style-type: none">• Background of Process• Roll Out Plan• Launch Strategic Plan
September 1	Organization Day in Schools and at Central Office	
September - October	Back to School Night in Every School	As it relates to the Strategic Plan: <ul style="list-style-type: none">• Background of Process• Roll Out Plan• Implement Plan• Review and Report Out on Results in January and June.
September - January	Central Office and School-Level Meetings	
February - March	Budget Meetings at Every School for SY 2017-2018	
April	Budget Hearing for SY 2017-2018	
February - June	Central Office and School-Level Meetings	

JOIN NPS FOR AUGUST 25 COMMUNITY MEETING AND CELEBRATION

Strategic Plan Community Meeting and Celebration

Science Park High School

260 Norfolk Street

August 25, 2016

6:00-8:00pm

Purpose:

- Share 9-month process to develop the 2016-19 Strategic Plan in collaboration with the Newark community
- Launch 2016-19 Strategic Plan

MORE INFORMATION AND DOCUMENTS ONLINE

Visit NPS Web Site for more information:
<http://www.nps.k12.nj.us/strategic-plan>



The screenshot shows a web browser displaying the Newark Public Schools Strategic Plan website. The URL in the address bar is www.nps.k12.nj.us/strategic-plan. The page features a dark blue header with the Newark Public Schools logo and navigation links for District Information, Departments, Students, Parents, Employees, Curriculum, and Board of Education. A sidebar on the left contains links for Strategic Plan, Strategic Plan Archives, Strategic Plan Feedback, The Next Three Years, Facts Related To..., and Ideas About.... The main content area is titled "Strategic Plan" and includes a large image of students and staff. Text on the right side of the image reads "The Next THREE YEARS" and "Goals and Priorities | 2016-19 Newark Public Schools". Below the image, a "Note from the Superintendent" section discusses the goals and priorities document and the establishment of priorities for the school system. The text emphasizes the importance of ensuring all Newark children have access to a free, high-quality public education and meeting state requirements for local control.

Strategic Plan

The Next THREE YEARS

Goals and Priorities | 2016-19
Newark Public Schools

Note from the Superintendent:

We are excited to share our Goals and Priorities document, a result of many months of hard work and collaboration with families, staff and community members. The report (plus one-page summary) is an interim step that shares the progress we've made thus far on our way to a final three-year strategic plan.

Establishing priorities is essential for our success. They help ensure that everyone, inside and outside the school system, is on the same page about what matters most: that all Newark children have the opportunity to get a free, high-quality public education. These priorities will guide us in making difficult budget decisions so that the most resources get into schools. And they will help us meet the state's QSAC requirements, which pave the way for the return of local control.

We look forward to continuing this conversation with our community members in the coming months to move from this big framework of ideas to identify the specific actions needed to continue improving our schools.

APPENDIX

1. Full NPS Preliminary PARCC Data by Grade
2. Full Outline of Priorities and Strategies for the Strategic Plan 2016-19

NPS ELA PARCC SCORES 2015-16

Test	1	2	3	4	5	3,4,5	4,5	# of Students
ELA 3	28.9%	23.6%	23.6%	22.1%	1.9%	47.5%	24.0%	2713
ELA 4	21.3%	22.8%	28.7%	23.8%	3.4%	55.8%	27.1%	2698
ELA 5	17.5%	26.3%	28.9%	25.3%	2.0%	56.3%	27.4%	2309
ELA 6	20.9%	22.9%	26.7%	26.5%	3.0%	56.2%	29.5%	2377
ELA 7	22.9%	21.2%	23.7%	25.3%	6.9%	55.9%	32.2%	2363
ELA 8	21.8%	20.4%	23.7%	29.0%	5.1%	57.8%	34.1%	2443
ELA 9	31.4%	22.2%	20.3%	22.1%	4.1%	46.5%	26.2%	2038
ELA 10	39.9%	16.8%	17.6%	21.4%	4.3%	43.3%	25.7%	1731
ELA 11	25.8%	20.8%	24.0%	22.8%	6.6%	53.4%	29.5%	1656
OVERALL	25.0%	22.1%	24.4%	24.4%	4.0%	52.9%	28.4%	20328

NPS MATH PARCC SCORES

2015-16

Test	1	2	3	4	5	3,4,5	4,5	# of Students
Math 3	20.3%	26.0%	26.0%	23.6%	4.0%	53.7%	27.7%	2749
Math 4	19.8%	31.2%	26.0%	21.9%	1.2%	49.1%	23.1%	2760
Math 5	18.5%	32.5%	26.7%	21.0%	1.3%	49.0%	22.3%	2344
Math 6	27.9%	30.1%	23.4%	17.3%	1.4%	42.0%	18.7%	2445
Math 7	24.2%	30.9%	27.6%	16.1%	1.3%	44.9%	17.4%	2448
Math 8	35.8%	24.5%	20.1%	17.9%	1.7%	39.7%	19.6%	2387
Algebra 1	26.9%	28.9%	19.2%	23.9%	1.1%	44.2%	25.0%	2044
Geometry	23.0%	48.0%	23.1%	5.7%	0.2%	29.0%	5.9%	1321
Algebra 2	60.7%	20.6%	12.0%	6.7%	0.1%	18.7%	6.8%	1539
OVERALL	27.2%	29.7%	23.3%	18.3%	1.5%	43.1%	19.8%	20037

PRIORITY 1: STRENGTHEN ACADEMICS AND STUDENT SUPPORTS

- Strategy 1: Use a consistent, district-wide approach to instruction that helps develop students' college- and career-readiness skills
- Strategy 2: Ensure all teachers have access to high-quality curriculum tools
- Strategy 3: Provide more intensive support for students
- Strategy 4: Create caring, welcoming schools that support learning
- Strategy 5: Strengthen Pre-K Education

PRIORITY 2: ENSURE GREAT TALENT IN EVERY SCHOOL AND DEPARTMENT

- Strategy 1: Recruit and select the best educators for NPS
- Strategy 2: Continue to retain our most effective teachers and principals
- Strategy 3: Provide accessible and practical feedback and coaching
- Strategy 4: Raise the bar for excellence for ALL staff in NPS

PRIORITY 3: ENGAGE THE COMMUNITY

- Strategy 1: Adopt a community schools strategy
- Strategy 2: Plan with the community
- Strategy 3: Inform and engage families and community members
- Strategy 4: Expand and better utilize partnerships
- Strategy 5: Strengthen transparency and accountability

PRIORITY 4: PROVIDE EFFICIENT OPERATIONS, SUSTAINABLE BUDGETS, AND SKILLED GOVERNANCE

- Strategy 1: Assess, invest in, and optimize usage of NPS facilities
- Strategy 2: Find operational efficiencies while improving service
- Strategy 3: Provide fair and efficient student funding
- Strategy 4: Support the Board of Education